

City/County Management IN ILLINOIS

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Strengthening the quality
of local governance through
professional management

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In this issue

- President's Column 2
- Welcome Members 3
- Who's Who 3
- New ILCMA Website 4
- Metro Managers Luncheon 5
- Coaching Programs 6
- Local Input for Reporting Modernization 8
- IML Managers Monthly Column 9
- McEwan Wins Award 12
- Hawthorn Woods Award 13
- Your Organization's Communications 14
- SWICMA/Downstate Meeting 16
- IL Liquor Control Meetings 18
- ICMA Committee Appointments 19
- Managers in Transition 20
- Legacy Project 22
- Prof. Development Committee 23
- Midwest Leadership Institute 24
- Job Mart 25



Calendar of Events

For complete details on events please visit the ILCMA calendar at <http://www.ilcma.org/calendar.aspx>

October 14
IAMMA Professional Development
Location TBA

October 15
ILCMA Professional Development
Lombard, IL

October 15
Metro Manager Luncheon
Lombard, IL

October 21
Cal-ICMA Coaching Webinar

November 5
CAL-ICMA Coaching Webinar

November 5 – 6
Downstate/SWICMA Fall Meeting
Columbia, IL

November 11
IAMMA Meeting

November 19
Metro Manager Meeting
Lombard, IL

November 19
ILCMA Professional Development
Lombard, IL



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President's Column

by Dorothy David, Chair, ILCMA Professional Development Committee

"Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young."

– Henry Ford

I can remember being a new entrant into the local government profession, fresh out of graduate school full of idealism and a commitment to change the world. Then I was at a place in my career where I couldn't fathom how much I didn't know about public service and the complexities of running a city or town. Looking back, I give credit to many "teachers" – fellow local government professionals who were generous with their knowledge, experience, and advice about what to do – and what not to do – to be an effective community leader. And over the years, ILCMA and ICMA always have been there to offer training, conferences, and networking opportunities so I had access to the knowledge and skills that I needed.

Today, I am still learning from my colleagues, from the newest entrants with their energy and ideals to the senior advisors with their wisdom and experience. The ILCMA Professional Development Committee represents the full spectrum of our profession, with representatives committed to helping our members face the ever-evolving challenges in our communities. In the coming year, we continue our tradition of offering a timely, relevant, and exceptional educational curriculum for local government employees. We strive to further your continuing education and help you to address the professional development needs across your organization.

This coming year, ILCMA's professional development offerings will cover topics of interest suggested by our members such as risk-taking in the public sector; cyber security; speed coaching; best practices in police use of force; recruitment, hiring, and succession planning for our future workforce; and how to keep business regulation and licensing from being an impediment to economic development. We are also pleased to offer a number of these sessions in partnership with other organizations to expand our reach across all local government disciplines. Partnerships will include Metro Managers, IAMMA, and the Illinois Association of Chiefs of Police. We will again offer the popular Illinois Financial Forecast Forum with the Center for Governmental Studies and continue our partnership with the Alliance for Innovation, with a session on "The Next Big Thing" to kickoff the winter conference in Normal.

We have much to learn from one another. Mark your calendars and join us.



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Welcome New Members!

Bob Figora, Student

William Gabrenya, Village of Palatine, Deputy Chief

Doug Pryor, Grundy County, County Administrator

Stephen Rasmussen, City of Bloomington,
Assistant City Manager

Marla Sanders, City of North Chicago, Human
Resources Manager

Who's Who Directory Update

John DuRocher is the new village administrator in the village of Indian Head Park. His new contact information is:

John DuRocher

Village Administrator

Village of Indian Head Park

201 Acacia Drive

Indian Head Park, IL 60525

Phone: 708-246-3080 x 104

Email: jdurocher@indianheadpark-il.gov

ILCMA Thanks for Following Members for Staffing the IML Booth

Ben Benson, Lockport

Sally Heffernan, Normal

Scott Smith, Charleston

John Coakley, Warrenville

Tony Graff, Wilmington

Doug Beckman, Thornton

Cameron Davis, Home Glen

Brian Townsend, Schaumburg

Kathy Katz; Bensenville

Kevin Barr, Clarendon Hills

Bob Barber, Beecher

Bob Vitas

Roy Witherow, Lake Zurich

Illir Ademaj; Orland Park

Jim Grabowski, Elmhurst

Jon Kindseth, Beach Park

David Niemeyer, Tinley Park

Kurt Carroll; New Lenox

ILCMA Unveils New and Improved Website

It features easier navigation and the ability for members to update their own information by logging into the "Members Only" section of the site.

Thank you to the following ILCMA Website Ad Hoc Committee Members for their work in creating the new ILCMA website:

David Fitzgerald, Management Analyst, Deerfield
Lauren Stott, Management Analyst, DeKalb
Ashley Monroe, Management Analyst,
Hoffman Estates

Kelly Amidei, Assistant Village Administrator,
Libertyville

Chris Martin, Village Administrator, Lake Barrington

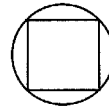
Randy Bukas, City Administrator, Flora

Brandon Stanick, Assistant to the Village
Administrator, Lake Bluff

Johnaton Kiwala, Management Analyst, Kenilworth

Blaine Wing, Assistant Village Manager, DesPlaines





October Luncheon

Illinois Municipal League's Road Ahead

The Illinois Municipal League (IML) is a 1,222-member statewide organization established to articulate, defend, maintain, and promote the interests and concerns of Illinois communities. It serves a population of almost 11 million Illinois residents and communities of all sizes from Chicago (population 2,695,598) to Valley City (population 13). On October 15th you will have a unique opportunity to meet their new Executive Director, Brad Cole, and learn about the League's plans for tackling these and other key questions facing the membership:

- *What are the biggest challenges facing the Illinois Municipal League?*
- *Coordination and interaction with constituency groups*
- *2016 IML legislative agenda*
- *Communication and media strategies*

Speaker: Brad Cole – In December 2014, Brad was appointed to serve as the new Executive Director of the IML. Prior to his work with the League he served as the Mayor of Carbondale, on the League's Board of Directors, on the League of Cities Board of Directors, and downstate as the director for U.S. Senator Mark Kirk and the deputy chief of staff under former Governor George Ryan. In the private sector, Brad was the senior vice president of Pepsi MidAmerica.

Date: Thursday, October 15, 2015

Time: 11:30 a.m. networking – 12:00 p.m. luncheon

Location: Harry Caray's Restaurant
70 Yorktown Center
Lombard, Illinois

Cost: **\$25.00** check or cash payable at the door (Interns & MITs are Free). There will be an additional \$5 charge for invoicing the cost of the luncheon.

\$55.00 if also attending the ILCMA Professional Development Event:
"Strategies for Developing and Maintaining Personal & Team Resilience."

Members in Transition – please e-mail or call Alex below to register
****ILCMA members – invite an MIT to lunch today!!**

RSVP: **By October 2, 2015** at <http://www.ilcma.org/forms.aspx?FID=79>
or to Alex Galindo at agalindo@niu.edu or (815) 753-5424.

*Cancellations must be made **by October 9.**
Any cancellations after that date will require full payment for the luncheon.*

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Developing Effective Relationships with Elected Officials

10-11:30 a.m. PT, Thursday, March 5

Best Practices in Strategic Planning and Action

(cosponsored with CSMFO)

1-2:30 p.m. PT, Wednesday, April 1

Moving from Conflict to Civility and Problem Solving

10-11:30 a.m. PT, Thursday, May 14

Engaging Employees Effectively

(cosponsored with CSMFO)

1-2:30 p.m. PT, Wednesday, September 16

Serving Diverse Populations Successfully

1-2:30 p.m. PT, Wednesday, October 21

Best Practices for Managing Social Media & Gossip

10-11:30 a.m. PT, Thursday, November 5

1. Subscribe to email list for notices with webinar details.

This is best way to get the registration details about webinars delivered to you as soon as they are available. Subscribe to the list at www.cal-icma.org/coachingList.

2. Register in advance for each webinar.

There is no charge for participating in the webinars, but each requires its own advance registration. Links to register for each webinar are available now at www.cal-icma.org/coaching. After registration for a webinar, you'll receive full details about log-in procedures and listening options.

3. Organize a group to participate in each webinar.

This is great way to share the learning experience and discuss opportunities to apply the information to your agency.

4. Ask questions and participate.

In advance: submit questions via email to Don Maruska, Director of the Cal-ICMA Coaching Program, at cal-icma@DonMaruska.com.

During the webinar: use the webinar "Question" tool. As webinar moderator, Don Maruska will pose the questions anonymously on your behalf. We also invite you to participate in the online polls that gather audience members' insights.

5. Access the presentations, video recordings, and polling results.

About 24 hours after a webinar, a digital recording and the presentation and audience polling results will be available at the "Agendas & Archives" tab of www.cal-icma.org/coaching.

6. Discuss the results.

Many agencies are arranging groups to listen to the webinars (live or via recording) and have discussions afterwards about application of the ideas to their specific organizations. Each webinar has suggested post-webinar group discussion questions in the Agenda notice.

7. Missed a live webinar?

Don't worry!

All webinars are archived for on-demand viewing or download in mp4 format for individual or group viewing at your convenience. The presentations are saved at "Agendas & Archives" tab of www.cal-icma.org/coaching compliments of Granicus, an ICMA strategic partner. You also can subscribe to podcasts to listen while you are on the go.

Find us on...



Career Compass

The Coaching Program offers a series of "Career Compass" articles. Written by ICMA Liaison for Next Generation Initiatives, Dr. Frank Benest, these columns will help you navigate the course to a successful government career. Recent topics include:

- "Your Staff Meetings Don't Have To Be Dreary"
- "The Courage To Do the Right Thing"
- "The Post-Heroic Leader"

To view all the columns, visit the Cal-ICMA website at:

www.cal-icma.org/coaching and click on "Coaching Programs & Resources."

To suggest topics for future columns, contact Frank at frank@frankbenest.com.





The IAMMA Programming Committee Presents

Beyond Social Media: Building a Communications Strategy for Effective Messages

These days, it feels like new methods of communication arrive every day. Whether these channels are digital or printed, audible, or interpersonal, municipalities are increasingly reliant upon effective communication strategies to convey important messages. In many cases, communities are operating with minimal staff to manage these efforts. It takes proper planning, prime techniques, and utilization of convenient tools to implement a good communications program. What else will help communities spread a proactive positive stream of information to the public and how do we accomplish this monumental task?

Attend this professional development activity and you too, can find information and strategies for:

- Building a communications guide, plan or policy for your municipality
- Establishing best practices for press releases appreciated by your local press
- Coordinating & streamlining your communication efforts with cost-effective tools & resources
- Examining “what-if” scenarios for the latest common issues with communication efforts
- Protecting yourself and your organization against issues and potential litigation

This moderated session which will enable your community to engage at a higher level, connect well with your intended audience, and provide a framework to guide your organization in its communication efforts. Our speakers include authorities from area press and media, experienced municipal PIOs & communications professionals, offering perspectives that will promote growth for your current programs while keeping you out of trouble. As always, IAMMA events provide an excellent opportunity to network - find your new team of local communications peers!

Date: Wednesday, October 14, 2015

Time: 8:30 a.m. Registration and Continental Breakfast
9:00 – 11:45 a.m. Presentations

Location: The Village Links of Glen Ellyn **Addresses ICMA Practice Areas 3 & 16:**
485 Winchell Way Expertise & Planning and Media Relations
Glen Ellyn, IL 60137

Cost: \$25 for Professional Development

RSVP: RSVP on Eventbrite or pay at the door (with a prior RSVP).

By Oct. 12 <http://iamma-october-2015.eventbrite.com>

*Cancellations must be made **by Oct. 12.***

Any cancellations after that date will require full payment.

Individuals who RSVP and order a lunch are required to issue payment upon check-in at the event. If payment is not received at the event, a \$5.00 invoicing fee will be added to the cost of the event. The \$5.00 invoicing fee will also be applied to individuals who RSVP and order a lunch, but do not attend. To avoid being charged for an event and the \$5.00 processing fee, individuals that RSVP and order a lunch must cancel by the registration deadline.

Local Input for Reporting Modernization - Play or Pay

Shannon Sohl, PhD, CPA
Senior Research Associate

Center for Governmental Studies at Northern Illinois University

Illinois' budget cuts continue to pose a threat to programs and services across the state, creating significant challenges for many local governments. These cuts come at the same time demands for increased transparency and accountability are on the rise across our nation. Citizens, lenders, and regulators demand to know how finances are being managed. Current systems used to produce, disseminate, and utilize governmental financial information nationwide, are neither efficient nor effective. These systems typically comprise multiple disparate components that do not adequately leverage modern technologies and tools, such as real-time collaboration and tool interoperability. These systems require human data re-entry or manipulation to translate and represent the meaning of information. With each change in reporting standard, come added systems changes that require more time and money to produce and analyze because financial information is often reported in ways that are only readable and understandable by people (i.e., in the form of a PDF), not machines, and often only by people who are steeped in the interpretation of a particular vocabulary and presentation. The vocabulary and presentation of one report cannot be simply integrated with reports from other governments for analytical purposes, unless there is a human to decipher the presentation of one and translate it to another. As a result, analysis is cumbersome and time-consuming. In the absence of a consistent and comprehensive semantic representation, machines cannot efficiently transform disparately presented reports into comparable usable data.

Historically, regulators have focused heavily on “what” gets reported (i.e., pensions, deferred outflows & inflows and other post-employment benefits), and “where” (i.e., within the statement of net position), but regulation has lacked on “how” to systematically report financial information. This changed with the passage of the DATA Act in 2014 which calls for standardized, searchable data which is freely accessible to all. So why have local governments not seen the effects of the new legislation yet?

First, the DATA Act has not yet been fully implemented. Secondly, each state is sovereign - cannot be forced to comply. Thirdly, the DATA Act pertains to federal grant recipients - not all local governments receive federal grants. Thus, regulators and stakeholders continue to collaborate on a national solution to aid in a more efficient and effective manner of producing and consuming fiscal data - much like the private sector's mandatory reporting to the Securities Exchange Commission (SEC). New legislation, the Financial Transparency Act, H.R. 2477, “would require

the eight major U.S. financial regulatory agencies to adopt consistent data fields and formats for the information they already collect...to make such information available online as open data — electronically searchable, downloadable in bulk, and without license restrictions.” One of the agencies listed is the Municipal Securities Rulemaking Board (MSRB). So, if the DATA Act's call for open, standardized, machine-readable information doesn't impact you, the MSRB's may – that is if you are issuing bonds and required to disclose information to them.

What role should states and local governments play in the modernization of financial reporting, especially as technology continues to evolve?

1. Insist on user friendly financial reporting tools which make meaningful data freely accessible (open), structured and reusable across a host of regulators (i.e., bond rating agencies, MSRB, GFOA, federal grantors, lenders, etc.).
2. Participate, directly or indirectly, in the modernization process to ensure financial reporting regulations are helpful and do not overburden the reporting process.
3. Collaborate with other entities, even in other states, agreeing on concepts reported (i.e., cash and cash equivalents versus cash and investments). This allows national regulators and stakeholders needing information to extract it on their own from a central repository and trust that the information is validated and comparable – taking local governments out of the middle of re-formatting the same data for multiple consumers.

¹www.datacoalition.org/press-releases/statement-by-data-transparency-coalition-executive-director-hudsonhollister-on-president-obamas-decision-to-sign-data-act/. For a full description of what the DATA Act requires, see the Data Transparency Coalition's (DTC's) website www.datacoalition.org/what-is-data-transparency/data-act/

²See <http://www.datacoalition.org/what-is-data-transparency/financial-industry-transparency-act/>

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IML Managers Monthly Column

IML Manager Committee Forges a Partnership with Elected Officials throughout the State

John Downs-Retired Mokena Village Administrator

Sponsored by ILCMA, the ten member IML Municipal Managers Committee serves as a liaison between the Association and the Illinois Municipal League. Our efforts focus on participating with the League on legislative and other matters of mutual interest to local governments in Illinois. The Committee's membership is structured to include managers serving various size communities throughout all geographic regions of the state.

Committee members as a group, and through individual contact by IML staff, provide technical analysis and expertise in a variety of areas related to local governments. Increasingly, these support functions relate to interpreting and analyzing the potential impact of legislation being considered by the Illinois General Assembly. Monthly conference calls provide the format for information to be shared between League staff and the membership. Joe McCoy, the IML Legislative Director, provides the bulk of support to the Committee combined with timely and pertinent updates on matters under consideration by the General Assembly.

While this support function is important, it represents one aspect of the Committee's work on behalf of all Illinois Municipalities. Committee members regularly provide technical insight through League staff when member communities present them with operational or technical questions. It is very common that committee members provide League staff with example materials or specific insight as a result of these inquiries. In addition, the Committee has developed a web based City Managers Resource Pool allowing League members an opportunity to seek out limited technical assistance from volunteering managers throughout Illinois. This program is prominently listed on the IML homepage and is well utilized by its membership. If you are interested in participating in this program, the volunteer application form is on the ILCMA's web site at https://www.ilcma.org/wp-content/uploads/2015/06/Manager-Outreach-Application-Form_Fillable-9480661.pdf. The Committee also sponsors several education sessions at the Annual IML Conference held in Chicago. This annual conference provides us an opportunity to interface with elected officials throughout the State while advocating the value of professional management in local government. Being active during



Educate. Advocate. Empower.



Cam Davis, Dawn Peters, Dave Niemeyer, and Kurt Carrol staff the booth at the IML Annual Conference. Information about how to hire a professional administrator, how to become an ILCMA member, and how to become a "Friend of ILCMA" Corporate Partner was given out to attendees.

these conferences forges a better partnership with elected officials and raises our professional profile with those who are elected to lead their communities.

Current IML Committee members include: Jim Norris-Hoffman Estates, Mark Peterson-Normal, James Arndt-Effingham, Walter Denton-O'Fallon, Lew Steinbrecher-Moline, Mary McKittrick-Geneva, Paul Grimes-Orland Park, Bob Barber-Beecher, Tim Gleason-Decatur, Patrick Ulrich-Peoria with Dawn Peters of the ILCMA serving as an ex-officio member.

This Committee (combined with the excellent support it receives from Joe McCoy and Dawn Peters) is working harder than ever on behalf of our profession to forge a better partnership with elected officials throughout Illinois. This article represents the expressed opinion of the author-Retired Mokena Village Administrator John Downs.



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October 23, 2015 – NIU Hoffman Estates Campus

Government Communications 101: From Traditional Communications Tools to Popular Social Media Tools - What They Are and How to Use Them to Maximize Your Communication Effectiveness

October 27, 2015 – NIU Naperville

Collective – Bargaining: Labor and Management Relations

October 29, 2015 – Prairie State College

Leadership for New Officials – Elected or Appointed

November 4, 2015 – NIU Hoffman Estates Campus

*New Civics and the Impact of Globalization**

November 10, 2015 – Giving DuPage/DuPage County Family Center

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Leaders at the Core of Better Communities

ASSISTANT EXCELLENCE IN LEADERSHIP AWARD *in Memory of Buford M. Watson Jr.*

This award, commemorating former ICMA President Buford M. Watson Jr., honors a local government management professional who has made significant contributions toward excellence in leadership as an assistant to a chief local government administrator or department head.

Amy McEwan

Deputy County Administrator, Lake County, Illinois



Between 1990 and 2010, the population of Lake County, Illinois, grew by more than 36 percent. This considerably strained the county's justice system, revealing operational challenges, physical space deficiencies, and more than \$200 million in capital construction needs. In response, the county board formed the Judicial Facilities Review Committee (JFRC) to evaluate the situation, recommend solutions, and ensure that improvements were made in a fiscally responsible fashion. And to lead the JFRC, the county administrator assigned Amy McEwan.

The committee began by asking (1) What actually needed to be built? and (2) What operational improvements could be made to mitigate the capital construction needs? But it soon realized that before any improvements could be made, the justice agencies would have to share details about their operations, agree to make operational changes to gain efficiencies, share governance, and use performance-based metrics to measure progress. And this would require the JFRC to educate the agencies and policy makers, mediate competing interests among stakeholders (23 elected officials of the board and 16 independently elected officials of the justice agencies), and build consensus.

It fell to Ms. McEwan, a creative, strategic problem solver with extensive experience providing leadership in complex initiatives involving many diverse stakeholders, to sell board members on a \$100 million court expansion project and operational improvements within the justice system during an election year. To establish credibility and earn their respect, she first had to learn all about the court system. She then coordinated a series of small-group meetings to apprise them on the details of the project and help them gain a fresh perspective. Her use of facts to justify operational changes, and her keen ability to anticipate, understand, and respond to their

concerns, helped build consensus and turn the initial negative response into unanimous support.

Under her leadership, the JFRC developed specific strategies to evaluate and increase operational efficiencies, determine how these efficiencies will affect spatial needs, and plan for facility expansion.

- Ms. McEwan pushed the justice agencies to implement Intensive Case Management (ICM), a system in which each case is assigned a track according to its specific circumstances, and goals are established for its timely disposition. The quicker a case is disposed of, the sooner jail beds can be freed up for new detainees. ICM also establishes performance measures for the agencies, ensuring accountability and facilitating meaningful statistical evaluation to increase system efficiencies.
- She commissioned several studies to determine how the jail population could be managed more efficiently and how existing jail capacity could be better used or expanded without significant capital expense. In 2012, it was shown that the jail's population could be accommodated without significant capital expansion at least until 2030.
- She influenced the creation of the Executive Justice Council, which comprises representatives from the justice agencies and two county board members. A critical component of the council is a reporting and measurement structure to monitor the timely resolution of cases. This will be the first time that board members will participate in recommending policy and procedures for justice system operations.

Through Ms. McEwan's efforts, the justice agencies made the commitment to implement significant operational changes to increase efficiencies and reduce the overall need for expansion. With these changes, Lake County's justice system is poised for success into the year 2030 and beyond.



Leaders at the Core of Better Communities

STRATEGIC LEADERSHIP & GOVERNANCE AWARD

This award recognizes the innovative and successful local government programs or processes that have significantly affected a local government organization's culture or strategic direction.

Populations of 10,000 to 49,999



Labaito

Re-Inventing Municipal Government: An Entrepreneurial Small Business Approach • Hawthorn Woods, Illinois

Donna Lobaito, chief administrative officer

Pamela Newton, chief operating officer



Newton

The Village of Hawthorn Woods was facing a severe financial crisis. It had been deficit spending and relying on one-time revenues to fund operations. Essential services had been reduced, 40 percent of its employees had been laid off, the general fund balance was at 5 percent of operating expenditures, and the village still couldn't make payroll. Moreover, the Aquatic Center revenue bonds were in danger of default, and the village was embroiled in several lawsuits costing almost \$250,000 annually.

On April 7, 2009, the residents elected a new mayor with a new vision: to manage the village entrepreneurially, like a small business.

The first step was to assemble a team of professionals with both public and private sector experience. As it happened, all the new hires were women—hired, according to the mayor, “because they were the absolute best applicants we had.” The village board then directed a complete reorganization of village staff and changed the titles of the executive leadership team to reflect the entrepreneurial management approach.

It was then that the transformation began.

- Because service-driven needs of the community took priority, departments were restructured

and staff were reorganized on the basis of talent and skills.

- Cost savings were realized and benchmarked in every department. Flex scheduling proved critical for reducing overtime salaries.
- A zero-based budgeting approach was implemented, and each line item was critically examined.
- All purchases required three competitive quotes to ensure the best possible pricing.
- Vacation and sick benefits for nonunion staff were changed to a private sector model: paid time off (PTO). Accrual of sick days, vacation carryovers, and cash-out options were eliminated.
- A pay-for-performance compensation policy was adopted based on public and private sector salary data.
- A cost-sharing model was implemented for employee benefit premiums.
- New nontax revenue opportunities were explored, and a utility tax was imposed to refinance Aquatic Center bonds and fund police pension liability and capital projects.
- All outstanding lawsuits were resolved, reducing the annual litigation budget by 70 percent.

Hawthorn Woods faced many challenges when implementing this new vision:



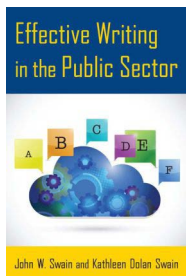
Leadership meets to transform government

- All departments needed to rethink government *not* as usual and to instead focus on a customer service core business provider model.
- The 40 percent reduction in staffing several years earlier had revealed many inefficient work processes and left remaining staff fearful and stressed.
- Many hours were spent educating employees about zero-based budgeting and the benefits of a PTO approach.
- Staff had to be retrained to focus on obtaining competitive prices instead of maintaining relationships with vendors.

The village has since recovered from its precarious financial position, as evidenced by the dramatic growth of its general fund balance from \$179,353 on December 31, 2008, to \$1,755,584 on December 31, 2013. The program transformed a severe financial crisis into a successful entrepreneurial management approach while breaking down stereotypes to support women in legislative government.

Taking Care of Your Organization's Communications

By: John W. Swain, professor of public administration, and Kathleen Dolan Swain, editor



The recent flurry of news stories showing embarrassed public officials having to clarify or even “walk back” what they wrote in a letter or e-mail serves as a timely reminder to all public managers that they and their staff need to take special care when writing on behalf of their organization. Using as a guide some of the key points from our book, *Effective*

Writing in the Public Sector, we explain here why public sector writing presents so many challenges and list some techniques public managers can adopt to help themselves and their staff write more effectively. More information on these techniques and how to hone one's writing skills can be found in the book.

Special Writing Challenges in the Public Sector

Although all writing shares some common challenges, writers working for the public have special ones. These writers must

- Communicate with numerous and diverse audiences. For example, public sector writers communicate with not only everyone in the community as a whole but also specific groups or individuals, all of whom have varied interests and backgrounds.
- Communicate using a variety of writing forms. For example, public sector writers might communicate using such diverse forms as e-mails, memos, letters, public service announcements, newsletters, formal reports, proposals, budget justifications, and rules.
- Recognize the effects of their communications on individuals and on the community's well-being. Public sector writers can become involved with communicating information that demands the public's immediate attention and/or requires that certain individuals change their behavior in a specific way.
- Avoid “bureaucratess,” that is, the convoluted, pretentious, and jargon-filled writing that seems to permeate public sector writing. Such writing tends to confuse and annoy most readers (including yourself, probably).
- Recognize that every written communication is potentially a public document.

Techniques to Address These Challenges

With these challenges in mind, how can public managers and their staff write more effectively? Here we outline basic steps to follow. These steps apply to communications addressed not only to the public but also to internal audiences.

- Before even starting to write, prepare to write by determining the following: the purpose of your message; the target audience(s) and the appropriate tone to take; the form best suited for this particular message; and the best way to present the message. For example, is the recipient a citizen in the community or another staff member? One's tone will be more formal when writing to the former. Is your communication going to go out in the form of a letter or a public service announcement? Each has its own style and format to follow to create the most effective message. Is the content of your communication going to impact the recipient adversely in some way? Such messages should be formal and respectful to avoid as much offense as possible.
- When composing, remember (and review, if necessary) the basic rules of English and use correct spelling, punctuation, and sentence construction. Where appropriate, look up words and relevant rules. Avoid bureaucratess by replacing jargon and pretentious words or statements with simple terms, clear statements, and direct sentences. Be sure your message does not contain any information that should not be made public.
- Review and polish your writing. Polishing is particularly concerned with clarity (for example, use words most readers will understand), conciseness (for example, keep sentences short), and coherence (for example, be sure each point follows from the previous one).
- Proofread your writing. Although proofreading may seem time-consuming, remember that if you send a message that has errors, you will lose credibility with your readers.

Writing effectively contributes to the success of individuals, governments, and the public at large. Governments with officials and staff who write effectively more ably serve their publics—and that means all of us benefit.





WHIRLYBALL

IAMMA Annual Social Whirlyball Event



October 16, 2015

7:00-9:00PM

Lombard Whirlyball - 800 E Roosevelt Rd.

Lombard, IL 60148

Tickets - \$25.00 RSVP [here](#)



JOINT SWICMA/DOWNSTATE FALL MEETING

Columbia, IL
November 5 & 6, 2015

Thursday, November 5

Noon **Annbriar Golf Course** (weather permitting)
1524 Birdie Lane, Waterloo, IL
Lunch is available at the restaurant. **TEE TIMES begin at 12:30 P.M.** Please pay at the course!

6:00 p.m. Social Hour – **Reifschneider’s Grill & Grape Restaurant**, 608 N. Main, Columbia IL

7:00 p.m. Dinner – **Reifschneider’s Grill & Grape Restaurant** (Individual Pay)

Friday, November 6 **The Falls**, 300 Admiral Weinel Boulevard, Columbia, IL

8:00 a.m. REGISTRATION/BREAKFAST (Breakfast is included in the registration fee)

8:30 – 9:30 a.m. A Primer on Special Service Areas

One of the most underutilized tools in a municipality’s toolbox, a Special Service Area (SSA) should be considered as a financing mechanism for infrastructure and economic development projects in a targeted area. You will learn for what purposes an SSA can be established and how one can be implemented.

Presenter: Doug Gruenke – Bruckert, Gruenke & Long

9:30 - 9:40 a.m. BREAK

9:40 – 10:40 a.m. Avoiding the “Cadillac Tax” and Methods to Reduce Health Insurance Costs

On January 1, 2018, the Affordable Care Act’s “Cadillac Tax” is scheduled to take effect. This is a 40% excise tax on employer-sponsored health coverage that provides high-cost benefits. Employers that offer these benefit-rich plans will be subject to the excise tax unless they take action. The presenters will provide tips to avoid the “Cadillac Tax” and discuss a recent case study from the City of Columbia.

Presenters: Holley Maher & Pete Shemetulskis – MRCT

James Morani – City of Columbia

10:40 - 10:50 a.m. BREAK

10:50 - 11:50 a.m. Labor and Employment Best Practices

Managing your workforce properly can reduce operational costs and limit liability. In this session, you will learn best practices in the areas of collective bargaining and employment policies. An update on recent case law will also be presented.

Presenter: Heidi Eckert & Corey Franklin – Lowenbaum Law

11:50 p.m. LUNCH AND BUSINESS MEETING (Lunch is included in the registration fee)

Registration Form Fall Meeting
SWICMA/Downstate City/County Management Association
November 5-6, 2015
Columbia, IL

Name: _____

Title: _____

Jurisdiction: _____

Address: _____

Phone: _____ E-mail _____

Registration Fee: \$50 – Includes breakfast and lunch on Friday. Please have registrations in by Friday, October 30, 2015.

Dinner Reservations: Please indicate if you are planning to arrive in time for dinner at 6:00 p.m. Dinner will be paid for individually.

Golf Reservations: Please indicate if you would like to sign up for the golf outing. The cost is \$40.00 for greens fees and cart. Lunch is available at the clubhouse restaurant. ***Please pay at the course and RSVP by October 30.***

____ Yes, I will participate in the golf outing on Thursday, November 5 at Annbriar Golf Course.
(Please pay at the golf course and RSVP by **October 30**).

____ Yes, I will attend the Fall Meeting in Columbia, IL on Friday, November 6.

____ Yes, I will attend the social hour and dinner on Thursday evening at Reifschneider's

____ Yes, my spouse will attend the social hour and dinner on Thursday evening.

Registration Deadline: Friday, October 30, 2015.

Make check payable to: Downstate City/County Management Association
Center for Governmental Studies
N.I.U.
DeKalb, IL 60115

Questions: 815-753-5424 Fax: 815-753-7278

Accommodations: To secure a room in the Downstate City/County Management Association room block, please call **the Hampton Inn**, 165 Admiral Trost Dr., Columbia, IL at 618-281-9000 to **reserve your room by October 15, 2015**. Rooms are \$94.00 plus tax. You can also go online to make your reservation:
http://hamptoninn.hilton.com/en/hp/groups/personalized/S/STLCLHX-DTC-20151105/index.jhtml?WT.mc_id=POG

Cancellations: To receive a full refund, cancellations must be received by Friday, October 30, 2015. Registrants who do not attend the meeting but have not cancelled are responsible for the entire fee. Registrants who have not paid will be billed.

Illinois Liquor Control Commission Regional Education Meetings

Do you want to improve the health and safety of your community AND encourage compliance with Illinois liquor laws? Then plan on attending one of the Illinois Liquor Control Commission's (ILCC) Regional Education Meetings from Oct. 6-8. To register, please click on one of the links below:

Northern IL – Tue, October 6, 10am: <http://www.eventbrite.com/e/northern-illinois-educational-meeting-morning-registration-18255800591>

Northern IL – Tue, October 6, 2pm: <http://www.eventbrite.com/e/northern-illinois-educational-meeting-afternoon-registration-18256183737>

Central IL – Wed, October 7, 10am: <http://www.eventbrite.com/e/central-illinois-educational-meeting-registration-18256268992>


Southern IL – Thu, October 8, 10am: <http://www.eventbrite.com/e/southern-illinois-educational-meeting-registration-18256298079>

The purpose of these meetings is two-fold: 1) To discuss the role local jurisdictions can play in enforcing the new state liquor laws (mandatory alcohol server training and reinstatement of “happy hours”) which went into effect this past July; and 2) Encourage local officials to take the lead on providing Beverage Alcohol Seller/Server Education & Training (BASSET) in their own community.

BASSET classes led by local municipal officials have many benefits, not the least of which is the sharing local ordinance information and the tailoring of classes to address any unique liquor-related challenges within your community. Current licensed BASSET providers will also be on hand to describe their programs and explain how BASSET can ultimately increase your liquor retailers' profit margins. Finally, information will be shared on how to gain more control in counteracting over-consumption issues in your community by enacting local ordinances.

Register TODAY for one of the Regional Education Meetings as space is limited! If you have any questions, please contact ILCC Education Manager Ted Penesis at 312-814-4802 or ted.penesis@illinois.gov.

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Senior Vice President
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ILCMA Members Volunteer for ICMA Committee Appointments

More than 400 members have been appointed or designated to serve on committees and task forces.

In June 2015, ICMA president-elect Pat Martel, city manager, Daly City, California appointed individuals to serve on ICMA member committees and task forces. Other stakeholders, including state and affiliate associations, designated additional representatives to the ICMA Conference Planning Committee. These committee and task force members will begin their terms of service at the 101st annual conference in Seattle, Washington. They are listed below by committee and name. Updated lists of committee and task force members will be available on the "Current Committees" page on the ICMA website after September 28, 2015, when appointments become official. Contributing your time and talent by volunteering for a committee or task force is a great way to serve the profession and connect with your colleagues. The call for volunteers for 2016 will begin in March. Information about how to volunteer will be listed in ICMA's Leadership Matters newsletter and on the website.

Government Affairs and Policy Committee

ICMA Executive Board Liaison: Jeff Towery,
Springfield, OR
Committee Co-Chair: Melinda Moran Conner,
Mathews, VA
Committee Co-Chair: Scott Slatton, Columbia, SC

Committee Members: Joe Carey, Vernon Hills, IL; Donna Gayden, Hazel Crest, IL; Kyle Moss, Naperville, IL; Ken Terrinoni, Belvidere, IL

International Committee

ICMA Executive Board Liaison: Dennis Hovenden,
Frankston, Victoria, Australia
Committee Chair: Michele Meade, Livingston, CA
Committee Vice Chair: Kim Ryley, Shrewsbury,
United Kingdom
Committee Members: Dave Niemeyer, Tinley Park, IL

ICMA Welcome Ambassadors

ICMA Executive Board Liaison: Lars Wilms, Egdal,
Denmark
Chair: Karen Pinkos, El Cerrito, CA
Committee Members: Joe Carey, Vernon Hills, IL; Justin Kohls, Winnetka, IL; Dave Niemeyer, Tinley Park, IL; Robin Weaver, Bartlett, IL

Sustainable Communities Advisory Committee

ICMA Executive Board Liaison: Jim Malloy,
Westborough, MA
Chair: Cindy Steinhauser, Dubuque, IA

Committee Members: Bill Beith, Campton Hills, IL; Wally Bobkiewicz, Evanston, IL; John Novinson, Northbrook, IL

Advisory Board on Graduate Education

ICMA Executive Board Liaison: Daryl Delabbio,
Grand Rapids, MI

Chair: Scott Lazenby, Lake Oswego, OR
Vice Chair: Raymond W. Cox, III, Akron, OH

Committee Members: Alan Pennington, Edwardsville, IL;
Kurt Thurmaier, DeKalb, IL

Knowledge Network Advisory Board

ICMA Executive Board Liaison: Bill Hammon, Alcoa, TN
Committee Chair: Toby R. Cotter, Bullhead City, AZ
Committee Members: Ken Terrinoni, Belvidere, IL

2015 Conference Evaluation Committee

ICMA Executive Board Liaison: Lon Pluckhahn, Marion, IA
Committee Chair: Brett Channing, El Cajon, CA
Committee Members: Tim Gleason, Decatur, IL; Kevin Leighty, Schaumburg, IL; Oscar Murillo, Evanston, IL;

2016 Conference Planning Committee

ICMA Executive Board Liaison: Bruce Channing,
Laguna Hills, CA
Committee Co-Chair: David Ellis, Raleigh, NC
Committee Co-Chair: Maria Hurtado, Oxnard, CA
Committee Members: Mike Baker, Downers Grove, IL; Jack Knight, Woodridge, IL; Maria Lasday, Bannockburn, IL; Greg Stopka, Oak Park, IL



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ILCMA Membership Responsibilities For Members In Transition

ILCMA members are encouraged to contact fellow members that are in transition. ILCMA members can help members in transition in the following ways:

- Hire members in transition for interim work and special projects.
- Provide office space and equipment for members in transition.
- When going to ICMA or ILCMA conferences, invite a member in transition to share your room at no cost.
- Invite them to an ILCMA, Downstate, Metro, IACA, SWICMA, Legacy Project, or IAMMA meeting as your guest.
- Monitor the environment. As one hears about a member that may be in trouble, members are encouraged to contact either the ILCMA Executive Director or one of the Senior Advisors.

ILCMA members are asked to help identify ILCMA members as soon as it appears that they are leaving a management position and do not have a new position identified. In addition to monitoring local papers, members should also frequently advise their regional counterparts to notify them of members who may be in transition. Once a member in transition (MIT) is identified, the member should advise the ILCMA Secretariat so that ILCMA support can be offered. ILCMA members are encouraged to personally contact the MIT to provide support. A Board liaison will be assigned to maintain regular (weekly or bi-weekly) contact with the MIT, encourage others to contact the MIT, and will keep the ILCMA Secretariat aware of the MIT's status. The Board liaison will coordinate closely with the Senior Advisors and between the two entities should provide the MIT with the support services available through the ILCMA and the ICMA.

Do you have Special Projects for which you need Additional Help? Has your Staff been Cut Back, but your Workload Increased or Stayed the Same?

If so, ILCMA has a solution to your problem. Have you ever considered utilizing one of ILCMA's programs to help fill temporary job assignments or conduct a special project? ILCMA has two programs that may meet your needs:

Member in Transition Program (MIT) – ILCMA keeps a list of Illinois managers and assistants in transition. These members are willing and able to fill positions, do special projects, and provide expert service to you and your community (list of MIT's below).

Professional Resource Program (PRS) – The PRS program consists of retired, semi-retired, and MIT's who are again able to do special projects, fill positions, and provide expert professional services to your local government. For information please visit the ILCMA website at **<http://www.ilcma.org/index.aspx?nid=217>**

The ILCMA Senior Advisors have the most current list of Members in Transition and Professional Resource Program participants. Please do not hesitate to contact either Dawn Peters at ILCMA or one of the Senior Advisors.

Also, don't forget about recent MPA graduates. This is a tough job market and many of them are searching desperately for a position. They may be willing to provide services on contract for short-term projects. This will help them gain additional experience while searching for their first full-time position. Contact any of the graduate schools in your area to identify students who may be willing to do this type of work.

Members in Transition Who Agreed to Publicize their Information: (Visit the Members Only section of the ILCMA website to view resumes of those who have submitted them.)

John Kolata
jdkolata@hotmail.com
309-525-2359

George Gray
219-765-7014
write463@gmail.com

Eric Tison
cubguy77@comcast.net
815-956-0156

Tim Ridder
timothyridder@hotmail.com
cell: 399-236-0929
home: 815-492-0040

Erik Bush
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Join The Legacy Project for another thought provoking book review, facilitated by Dr. Alicia Schatteman!

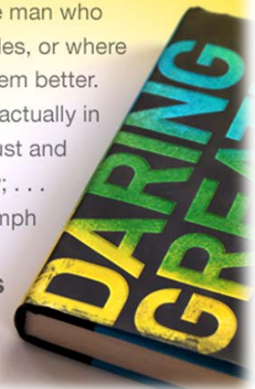
When: Friday, November 13, 2015 at 9:30 a.m. – 11:30 a.m.
Where: Itasca Village Hall - 550 W Irving Park Road, Itasca
What: *Daring Greatly* by Dr. Brené Brown
Cost: FREE!
Register: Email Jennifer McMahon at jmcmahon@warrenville.il.us

This #1 *New York Times* bestseller, written by thought leader Dr. Brené Brown, is a transformative new vision for the way we lead, love, work, parent, and educate by teaching us the power of vulnerability. Brené Brown, Ph.D., LMSW is a research professor at the University of Houston Graduate College of Social Work. She has spent the past decade studying vulnerability, courage, worthiness, and shame. Her 2010 TEDx Houston talk on the power of vulnerability is one of the most watched talks on TED.com, with over 15 million views. For more information on Dr. Brown and her work visit <http://brenebrown.com>.



"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; . . . who at best knows in the end the triumph of high achievement, and who at worst, if he fails, at least fails while daring greatly."

—Theodore Roosevelt



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The ILCMA Professional Development Committee *Presents* **Strategies for Developing and Maintaining Personal and Team Resilience**

Municipal managers must work through stressful challenges, particularly when managing during changing economic and political landscapes. We are faced with adapting our management styles, our systems and our teams. We are asking more of our staff who are responding to persistent demands for more services for less cost, while the public's perception of government is not likely to improve soon.

This presentation will provide information and strategies for:

- Identifying and overcoming adversity for yourself and your team
- Determining the situations that challenge your values and how to avoid them
- Re-energizing yourself in challenging situations
- Find sources of insight and inspiration
- Maintaining a more positive mindset during adversity

John Fontana will facilitate this important and timely discussion about resilience, which has the potential for long lasting improvements for you, your team and your organization. John is President of Fontana Leadership Development, Inc., an organizational and leadership development firm that provides consultation, educational and facilitation services to improve the effectiveness of leaders in managing individual development and organizational change. John is an associate at Morrison Associates Ltd. in Palatine Illinois and has 25 plus years working with city and village managers.

Date:	Thursday, October 15, 2015		
Time:	8:30 a.m.	Registration and Continental Breakfast	
	9:00 – 11:30 a.m.	Presentations	
Location:	Harry Caray's	Addresses ICMA Practice Areas 1 & 18: Staff	
	70 Yorktown Center Lombard, IL	Effectiveness and Personal Development	
Cost:	\$35 for Professional Development Only		
	\$55 if also attending the Metro Manager Luncheon (\$5 discount)		
	Members in Transition – please e-mail or call Alex below to register		
RSVP:	Phone in Registration 815-753-5424		
By Oct. 10	Email registration to Alex Galindo at agalindo@niu.edu		
	Online Registration with Credit Card: https://www.ilcma.org/forms.aspx?FID=79		

*Cancellations must be made **by Oct. 10.**
Any cancellations after that date will require full payment.*



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Approach

A basic premise of the Midwest Leadership Institute is that successful outcomes in local government require a deep understanding of interpersonal leadership. The ability to understand individual and organizational behavior and the ability to diagnose why people act the way they do is crucial. The courage and discipline to admit when you do not know what you do not know, which requires you to know yourself and your emotions, is also a focus of the Institute.

Who Should Attend

Local government professionals including chief administrative officers, assistants, and department heads interested in advancing their career who would like to:

- Thrive in an increasingly complex world with multiple personalities, competing self-interests, questionable ethics and the prominence of the information age.
- Function in a complex world with challenges facing local government professionals that can make leaders feel like the healthiest person in the emergency room.
- Implement sound judgment, an important concept of the Institute, which will help guard against blind pathology and acting without the proper analysis.

The Institute customizes learning to the needs of the participants. Learning in teams focusing on real world local government scenarios is a critical component of the Institute.

Curriculum

The Institute is an intensive 4.5 day program with both an internal self-focus and an external organizational focus. The Institute consists of nine learning pods including lectures, exercises, team discussions and team presentations.

The nine learning pods are as follows:

1. Leadership in the New Order of Things and Fundamental Concept for Leading People
2. Judgment – The Foundation to Successful Leadership
3. Emotions – The Ultimate Motivator
4. Self-Awareness – Overlook at your Own Risk
5. Resistance, Motivation and Performance
6. The Unique Challenges of Public Sector Ethics
7. Groups Committing to Reality
8. Aligning Goals, Tasks and Relationships
9. Balancing the Competing Needs of Work, Family and Self

If you are an **ICMA Credentialed Manager**, the Institute includes practice areas 1,2,6,8,9,13,14,17,18

Instructors

A cross-disciplinary team of leading local government practitioners and experts in executive coaching and leadership development presents the program

- David E. Morrison, M.D.
- Daven Morrison, M.D.
- David M. Limardi, Midwest Regional Director, ICMA, MPA, ICMA-CM
- Robert Kiely, City Manager, Lake Forest, MPA, ICMA-CM

Logistics

Each program is limited to 30 participants to ensure time for one-on-one individualized coaching as well as small group and all-participant events. Tuition for the entire 4.5 day Institute is \$1800 for ICMA members or \$2000 for non-ICMA members and includes course materials, continental breakfast daily and lunch four days. Organizations that send multiple participants are eligible for tuition discounts. Please see below for contact information.

The Institute will be held **April 11 – 15, 2016** at Northern Illinois University's Naperville campus, 1120 East Diehl Road, Naperville, IL.

Visit www.cgs.niu.edu/midwest_leadership_institute for more program details and area lodging options. Please contact Dawn Peters at dpeters@niu.edu or call her at 815-753-0923 with questions.

Register Today

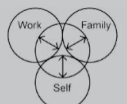


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Village of Glen Carbon, Director of Finance

The Village of Glen Carbon (12,974) is seeking qualified applicants for the Director of Finance. Primary responsibilities include general supervision over recording and disbursement of Village revenue, analyze and interpret fiscal records to prepare financial reports, manage debt portfolios, maintain records of all assets, maintain the Village's financial reporting systems, coordinate all phases of annual audit, prepare and direct budget development activities, prepare the annual tax levy and budget ordinance, organize and supervise all financial policies, controls, procedures and supervise all Finance Department employees.

The annual operating budget is \$8 million, total budget of \$16 million. This position requires a Bachelor's degree in Accounting, Finance, Business Administration, or Public Administration with an emphasis in Accounting. Minimum of 5 years' experience in public finance, budgeting, auditing, fund accounting, and governmental accounting administration and business management. CPA or advanced degree and membership with IGFOA preferred. Candidate must possess analytical and problem solving skills needed to manage projects, excellent written/communication and interpersonal skills, must be able to multi-task with attention to detail, accuracy and flexibility. Must be proficient in Microsoft Office.

Salary range for this position is \$75,000-\$85,000 commensurate with experience and qualifications. Compensation includes excellent benefit package.

Qualified candidates should submit a cover letter, resume, salary history and 3 professional references with contact information to:

Lori Gibson, Human Resource Coordinator, Village of Glen Carbon, 151 North Main Street, Glen Carbon, IL 62034, email: lgibson@glen-carbon.il.us, Phone: 618-288-2608 Fax: 618-288-1238.EOE
Position open until filled

Village of Hinsdale, Part-Time Economic Development Coordinator

The Village of Hinsdale is a dynamic community of approximately 17,000 residents located primarily in DuPage County. With a thriving business district, close proximity to Chicago via the Metra rail, and a diverse array of retail options, Hinsdale is an ideal place to live, work and shop.

The Village of Hinsdale is currently accepting applications for a part-time Economic Development Coordinator. This position is responsible for developing strategies to identify and pursue retail and commercial opportunities for the Village of Hinsdale. This includes attracting new businesses, creating marketing materials, and developing relationships within the business community. This position will report to the Business Development Coordinator/Administrative Services Manager and will work between 20-25 hours per week.

General Responsibilities:

This position is expected to initiate contacts with prospective businesses to fill commercial vacancies. This includes calling prospective businesses, initiating meetings both in Hinsdale and offsite, and following through on prospective relationships. Field new business site selection requests, and work with existing business relocation efforts. Develop and maintain relationships with existing and prospective business owners.

Position Requirements:

Successful candidate will have a bachelor's degree in Business or Public Administration, Marketing, Urban Planning, Real Estate, Communications or a related field, and two to four years of applicable experience. Knowledge of municipal government operations with proven experience working in or with the public sector. Experience with economic-development related activities and projects is desired. Professional licenses or certifications in the fields of economic development, planning, real estate or related field is a plus.

Salary Range:

The starting salary is \$25/hour. The position is non-exempt.



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Selection Process:

Interested candidates should submit a resume along with a cover letter and three business references to the Village of Hinsdale, Attn: Emily Wagner 19 E. Chicago Hinsdale, IL 60521, fax: 630-789-7015, e-mail: ewagner@villageofhinsdale.org. Applicants are due October 16, 2015. The Village of Hinsdale is an EOE employer

Village of Oak Brook, Director of Public Works

Oak Brook, IL (pop. 8,065, daytime 80,000) A dynamic, progressive community with beautiful neighborhoods and an expansive commercial, retail and office district, seeks candidates to serve as its next Director of Public Works. Located in DuPage County, Oak Brook is home to Oak Brook Center, an upscale outdoor regional shopping mall. Oak Brook is also home to numerous nationally recognized restaurants, and corporate headquarters that include the McDonald's corporation, Ace Hardware, Federal Signal and Centerpoint Properties among many others – all of which contribute to Oak Brook's daytime population of more than 80,000 people. Oak Brook residents enjoy excellent schools, beautiful parks and golf courses, a state of the art Library and high quality municipal services. Due to its highly successful business district, the Village does not levy a municipal property tax to support its \$52 million total annual budget. The position reports to the Village Manager. The Public Works Department includes four divisions: Building & Grounds, Streets, Vehicle Maintenance and Water. The department has 19 employees and a 2015 total budget of \$15.2 million. The next Director of Public Works must have high integrity and a demonstrated track record in effective customer service, team building within the department and with other departments, and experience with capital improvement planning. A desire to work collaboratively with other departments on the delivery of city services is critical. A bachelor's degree in civil engineering, public administration or a closely related field, and/or extensive experience in Public Works is desired. Candidates will be expected to have 10 years increasingly responsible experience in executive level public works in the public sector or in a field closely related to the public sector. The successful candidate will have strong oral and written skills, budget development and administration experience, and the ability to plan, organize, coordinate and supervise the operations of the department. Developing relationships with citizens and community organizations and a demonstrated enthusiasm for working closely with elected and appointed officials is also important. Salary is \$125,000+/- DOQ and an attractive benefits package including a vehicle and continuing education allowances. The Director of Public Works position is appointed by

the Village President with consent of the Village Board. Candidates should e-mail resume, cover letter, and contact information for five professional references by October 23, 2015 to www.govhrusa.com/current-positions/recruitment or submit to Heidi Voorhees or Sarah McKee, GovHRUSA, 650 Dundee Road #270, Northbrook, IL 60062. Tel: 847-380-3240; Fax: 866-401-3100.

City of Warrenville, Chief Code Official

This is a professional position responsible for a variety of routine and complex work in the development, interpretation, and enforcement of various local, State, and Federal building, zoning, property maintenance, and public health related laws, standards, codes and programs. Job duties include administering functions of Building and Code Enforcement Division; overseeing permit processes; reviewing submissions for compliance with City codes; overseeing Department's use of administrative adjudication; initiating legal action for unresolved violations; conducting field inspections, making presentations and code amendment recommendations, administering a variety of code enforcement programs; and acting as Department Head in his absence.

Requirements include a Bachelor's degree in architecture, engineering, construction management, or a related field; five years' experience as Plan Examiner, Building Inspector, Architect, Engineer, or Construction Manager; at least 2 in administrative and supervisory; extensive knowledge of building, zoning, property maintenance, and life health safety codes; considerable knowledge of principals, practices, methods, and techniques of municipal building inspection and code enforcement; skills in conducting investigative research; advanced ability to apply interpersonal skills to resolve complex or volatile problems; and ability to maintain effective working relationships.

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Salary range: \$77,058 - \$105,955 annually. Visit www.warrenville.il.us or submit a cover letter and resume to:

City of Warrenville

Attention: Human Resources

28W701 Stafford Place

Warrenville, IL 60555

Fax: (630) 393-6948 • jmcmahon@warrenville.il.us

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Village of Coal Valley, Chief of Police

The Village of Coal Valley, IL (4,000 residents) seeks a Police Chief, reports to the Village Administrator and is a working operations position, with 6 staff.

Applicant needs 10 years work in law enforcement, must be a Certified Police Officer in the State of Illinois, with supervisory experience. The salary range is \$55,617-\$71,065 and person must live within 20 miles of Village Hall.

View the website at www.coalvalleyil.org for required information, resumes due November 2, 2015.

City of Macomb, Public Works Director

The City of Macomb, home of Western Illinois University, is seeking an experienced manager to lead the Public Works Department. This position is a Mayoral appointment and reports to the City Administrator. Successful candidate will oversee the daily operations of the Public Works Department, including streets and storm sewers, water treatment and distribution, sewage collection and treatment, solid waste contract administration, forestry, cemetery, and buildings and grounds. In addition, the Director plans, directs and evaluates programs and activities, develops and implements policies and procedures, and manages \$8 million budget and staff of 33 authorized positions.

The position requires a high school diploma or equivalent, college degree preferred, and valid Illinois driver's license. Preferred candidate will have five years experience in a senior management position in a comparable public sector agency. County residency, background check, physical and drug screen required.

Salary Range is 78,266 to 89,963 DOQ. Full benefit package. Submit cover letter, resume, and contact information for professional references by 4:30 p.m. on October 9, 2015 to:

Mayor's Office

232 E. Jackson Street

P.O. Box 377

Macomb, IL 61455

Or by email to: employment@cityofmacomb.com

The City of Macomb is an Equal Opportunity Employer

Village of Berkeley, Finance Director

Berkeley, IL (5,209) is a vibrant community comprised of many races, religions, socio-economic levels, and a diverse business district that seeks a Finance Director. Berkeley is a home rule community located 16 miles west of Chicago in Cook County. The Village of Berkeley is seeking a progressive, analytical, and collaborative finance executive to serve as its next Finance Director. Under the general supervision of the Village Administrator, the Finance Director is responsible for maintaining the general ledger, generating financial reports, reconciling cash and investments, development of significant portions of the budget, tax levy, and coordinating the annual audit. This position also has general oversight of HR and IT. The Finance Director must maintain a reputation of high integrity, a positive track record in customer service, and a record of team work within the Administrative department and with other departments.

This position requires a Bachelor's degree in Accounting, Finance, or related field and a minimum of 3 years accounting experience in local government finance. CPA, CPFA and/or a master's degree in a related field is preferred. Supervisory experience is a plus.

Salary is \$75,000 +/- DOQ. Robust benefits package is available. EOE/ADA.



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Applications are due by Friday, October 16, 2015. Candidates must submit a cover letter and resume along with completed application, located on the Village's website, to:

Ms. Brandiss J. West, Management Analyst
Village of Berkeley
5819 Electric Avenue
Berkeley, Illinois 60163
bwest@berkeley.il.us
www.berkeley.il.us

Village of Carpentersville, Director of Economic Development

The Village of Carpentersville, Illinois (population 40,000), is currently accepting applications for the Director of Economic Development. The community is situated about 45-miles northwest of downtown Chicago, Illinois. This position reports to the Village Manager and will immediately focus on identifying economic strengths and opportunities within the community, and building a marketing and messaging response strategy. This position will also plan, coordinate and implement the activities and operations of the Village's economic development program; develop and implement marketing programs emphasizing business retention, attraction and development; implement economic development functions from conception to completion; coordinate activities with other village departments, outside agencies and the general public; assist in developing and monitoring the economic development budget; implement the goals and objectives outlined in the village's economic development strategic plan; and assist in negotiating financial agreements. Work environment is well suited for an individual that invites challenging tasks, a fast-paced atmosphere, and an innovative approach to delivering local government services. Ideal candidate will possess the ability to work independently, but also cultivate working relationships with other senior management staff.

Proficiency in basic Microsoft Office programs required. Knowledge of municipal accounting practices and software is a plus. Candidate must possess a minimum of three years of progressively responsible experience working in municipal government as well as considerable economic development experience. Bachelor's degree in business, economic development, or similar field required. Master's degree preferred (MPA, MBA, etc.). Post offer background check, physical and drug screening required.

Starting salary for this position is commensurate with experience. Application accepted on a rolling basis until filled with first review in late October. To apply, please submit cover letter, resume, and three professional references electronically to hr@vil.carpentersville.il.us

Village of Glen Ellyn, Communications Coordinator, Administration Dept.

The purpose of this position is to convey, internally and externally, communications regarding Village programs, services, policy decisions, community events, and other related information. This is accomplished by directing and managing a range of Village communication media, fostering cooperative relationships with media outlets and community stakeholders, writing press releases, and ensuring information transparency with the public. Position also partners with internal and external stakeholders on actively marketing Village programs, services, and amenities. Performs other related duties as assigned. Position reports to the Assistant Village Manager.

The pay offered for this part-time, non-exempt position is \$27.68/hr to \$34.89/hr DOQ (Pay Grade K). Position is eligible to participate in the Illinois Municipal Retirement (IMRF) fund defined pension benefit plan. Anticipated starting pay is +/- \$29.00/hr. Actual starting pay is negotiable, and will be dependent upon qualifications, experience, and professional achievement.

Interested candidates should submit a resume and cover letter to vgeresume@glenellyninfo.org. Hard copies (faxed, mailed, or hand-delivered) of resumes will be declined.

Applicants must indicate (Job ID: #16-15-Communications Coordinator) in the subject line of their e-mail.

The selected finalist will be required to successfully pass a pre-employment criminal background check, reference check, and post offer medical physical with a drug screening.



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The position is open until filled; however, first review of resumes will begin on October 7, 2015 at 5:00 p.m. Candidates requiring reasonable accommodations under the Americans with Disabilities Act should contact Human Resources at 630-469-5000. EOE

Village of Glen Ellyn, Facilities Manager, Administration Department

The Village of Glen Ellyn is seeking qualified candidates for its full-time Facilities Manager opening. The purpose of this position is to ensure that the Village's facility assets are kept in a state of good repair by planning for and allocating resources for the on-going maintenance and future replacement and/or upgrade of building related infrastructure. This is achieved by planning, directing, and overseeing the various day-to-day activities of the Facilities Division, including scheduled and unscheduled building maintenance, custodial services, building capital improvements, and day-to-day project management. Also, coordinates assigned activities with other Village Departments; assists with preparing the Village's multi-year facilities capital improvements and annual operating budgets; and provides timely and courteous customer service to internal and external stakeholders in order to ensure a safe, clean, and comfortable work environment. Other related duties as assigned. Position reports to the Assistant Village Manager.

The salary range for this full-time, non-exempt position is \$60,486/year to \$92,894/year (Grade L). Anticipated starting salary is +/- \$82,000/year with a full range of benefits offered. Actual starting salary is negotiable, and will be dependent upon qualifications, experience, and professional achievement.

Interested candidates should submit a cover letter, resume, and salary history to vgeresume@glenellyninfo.org. Hard copies (faxed, mailed, hand-delivered) of resumes will be declined.

Applicants must indicate (Job ID: # 14-15-Facilities Manager-Admin) in the subject line of their e-mail.

The selected finalist will be required to successfully pass a pre-employment criminal background check, reference check, and post offer medical physical with a drug screening.

The position is open until filled; however, first review of applications will begin on October 5, 2015 at 5:00 p.m.

Candidates requiring reasonable accommodations under the Americans with Disabilities Act should contact Human Resources at 630-469-5000. EOE

Village of Hoffman Estates, Assistant Director of Finance

The Village of Hoffman Estates is seeking a highly motivated individual to perform a variety of complex supervisory, professional, analytical and technical duties related to the accounting and finance functions of the Village. Responsibilities include accounting, budgeting, water billing, customer service, purchasing, office services, collections, cash management, investments and debt management. This position reports to the Director of Finance and has regular interaction with Village Administrators, Directors and other personnel.

Essential job functions include:

- Manage the operation of the Accounting and Water Billing Divisions. Indirectly oversee the Customer Service and Office Services Functions of the Village. Supervises assigned operations to achieve goals within available resources. Set performance objectives, monitor work progress and evaluate employee performance.
- Analyze and prepare complex financial report. Perform and review complex accounting transactions and journal entries. Ensure compliance with applicable State and Federal laws. Review and analyze changes in laws and recommend changes or updates in Village Policy to the Director.
- Manage the Village's cash and investments. Identify cash requirements by analyzing monthly budget allocations. Invest funds in accordance with future cash needs and the Village's investment policy.
- Coordinate the development of the Village's eight-year Capital Improvements Program.
- Manage the Village's annual financial audit. Coordinate compilation of the Comprehensive Annual Financial Report. Prepare selected financial statements and schedules. Respond to inquiries made by the auditors.



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- Prepare detailed budget schedules, provide guidance to departments on budgeting procedures and participate in the administrative review of departmental budgets as a member of the Village Manager's Budget Review Team. Prepare the Finance Department's budget. Prepare annual tax levy, budget ordinances and tax abatement resolutions for filing with the County.
- Assist with the Sears EDA and TIF District administration. Prepare key quarterly and annual financial reports for distribution internally and to outside agencies.

A minimum of 4 to 10 years of related work experience is required. (Municipal experience is preferred) A Bachelor's Degree in Accounting, Finance or a related field is required. CPA is preferred. Applicants should possess strong computer, writing and presentation skills.

Starting salary of \$83,510.

40 hours per week, Monday – Friday 8:00a.m. – 5:00p.m.
Submit a resume and a completed employment application to:

Village of Hoffman Estates

1900 Hassell Road

Hoffman Estates, IL 60169

Phone: 847-781-2690

Email: applyhrm@hoffmanestates.org

Fax: 847-781-2699

Website: www.hoffmanestates.org

Village of Shiloh, Director of Public Works

The Village of Shiloh, Illinois, (pop. 13,000) located in St. Clair County approximately 20 miles east of St. Louis, MO (the Metro East Region of southwest Illinois) is seeking a highly qualified Director of Public Works. This is a new position in the Village. The Director of Public Works is appointed by the Mayor and reports to the Village Administrator.

The Director of Public Works is responsible for the administration, management and operation of the Public Works Department, with a budget of \$1.125m. Position will manage administrative functions such as budgeting and contract management and be responsible for public facilities, sewers, parks, fleet, street, storm water functions, etc. Responsible for directing and organizing 6 full-time and several temporary (only occasionally) employees and contracted professional consultants, the planning of short and long range Village projects and all maintenance functions. Candidates should have

knowledge of the various IDOT/Federal contracting and reporting requirements for the use of State and Federal funds for local projects.

Candidates should possess excellent customer service and communication skills, financial management skills, strategic thinking, have a proven safety record and grant writing skills. Candidates should possess a Bachelor's Degree in civil engineering, construction management or a closely related field with a strong municipal management background.

Candidates should have a minimum of 5 years senior management supervisory experience in the public sector or a closely related field.

Send cover letter, resume and 5 professional references to John Marquart, Village Administrator, 1 Park Drive, Shiloh, Illinois 62269. Materials may be emailed to: jmarguartr@shilohil.org. Position is open until filled. EOE

Village of Northbrook, Village Engineer

The Village of Northbrook is seeking a thorough and detail oriented Professional Engineer to manage the activities of the Engineering Division of the Public Works Department. Reporting to the Director of Public Works, this position will directly and indirectly supervise engineers and inspectors as well as contracted specialists. The Village Engineer will plan, coordinate and oversee capital improvement projects including the design and construction activities for streets, sewers, bridges, sidewalk and water mains. In addition, this position reviews and approves development plans for subdivisions and industrial and commercial buildings and provides expertise on storm water drainage and flood control activities. The Village Engineer represents the Village at various professional associations and regional organizations and regularly presents and responds to questions at Village Board meetings.



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The ideal candidate will be capable of managing workload and deadlines, thinking strategically, and communicating effectively. Qualified applicants must be experienced in procuring and managing contractual assistance including drafting bid specifications, evaluating proposals, preparing contracts and managing work products. Excellent customer service for internal and external stakeholders is expected as well as the ability to enforce regulations with firmness and tact. The Village Engineer will work indoors and outdoors throughout the year in all weather conditions and will be expected to work occasional nights and weekends as required.

Qualified applicants must possess a minimum of a bachelor's degree in civil engineering and six years of progressively responsible experience in the design, planning, construction and administration of engineering projects and at least two years of supervisory experience. Qualified applicants must possess certification as Professional Engineer in the state of Illinois and the ideal candidate will be a Certified Floodplain Manager.

The Village of Northbrook offers a competitive benefits package including health, life and dental insurance, a pension plan and generous time off and a starting salary \$125,000 +/- DOQ.

Apply with resume and cover letter to: Village of Northbrook, Human Resources Manager, 1225 Cedar Lane, Northbrook, IL 60062 or e-mail at hr@northbrook.il.us, with Village Engineer in the subject field. Position will remain open until filled.

City of Rock Island, Director of Finance – Finance Department

This is highly responsible professional, administrative and management work in planning, organizing, and directing all financial operations and services of the City. Work involves responsibility for planning, organizing, and directing all finance operations and services including but not limited to: budgets, long-term financial planning, purchasing, account payable, payroll, accounting, financial reporting, debt management and treasury functions including cash management and investments. Supervision is exercised over professional, technical and office support staff. Work is performed under the administrative direction of the City Manager and in compliance with federal, state, and City rules and regulations. Work is reviewed through conferences and reports for overall program effectiveness. Graduation from a four year college or university with

major course work in accounting, finance, business, or related field; thorough experience in finance administration including a minimum of six years of senior level supervisory experience; supplemented by a Masters degree in public or business administration or the attainment of CPA; or any equivalent combination of training and experience. Selected candidate must reside in the City of Rock Island within one (1) year of hire date. For full job description please visit the website at www.rigov.org. Must pass a background check, physical and substance screening. In order to be considered for the position you must apply online at www.rigov.org. Applications will be accepted continuously. EOE

City of Crest Hill, Director of Public Works

The City of Crest Hill (population 20,837) a progressive, growing community in the north central region of Will County, seeks a dynamic professional to become the City's full-time Director of Public Works. This is responsible administrative work related to the management of the City of Crest Hill's Public Works Department which includes Water, Sewer, Treatment Plants, Utility Billing, Building, and Streets. The Director of Public Works reports to the City Administrator.

The ideal candidate will have practical experience in some or all of the following: drinking water distribution, wastewater treatment facilities, street maintenance, contract administration, sidewalks, forestry, street signage, snow and ice removal, stormwater, fleet maintenance, public facility maintenance, building & code enforcement, underground infrastructure construction, engineering and meter reading. This employee will interact with engineers, contractors, developers and/or the public as needed. The successful candidate will have a minimum of five (5) years of progressively responsible experience in underground construction, engineering, public works or closely related field. Proficiency in Microsoft Office and general computer literacy is required. An Illinois Drinking Water Certificate

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and/or Wastewater Operator Certificate strongly desired. An Illinois Professional Engineering License and/or Bachelor's Degree in engineering or public administration are a plus. Must be skilled in dealing with the public in a friendly, courteous and knowledgeable manner. Must possess a valid driver's license (Illinois CDL Preferred). Visit the City's website at www.cityofcresthill.com for a copy of the application. Appointment is by the Mayor with the majority consent of City Council. Applicants must deliver/mail a completed and signed employment application to the City Administrator's office at City Hall for consideration. Emailed applications will not be accepted. Applications are available on the City Website or at City Hall, 1610 Plainfield Road, Crest Hill, IL 60403. Application process open until position is filled. Salary range is \$105,000.00 to \$120,000.00 DOQ. EOE.



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phillipsjohn99@gmail.com

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rweaver3333@gmail.com

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Have you joined the ILCMA and IAMMA web portal for knowledge and information sharing. This system will allow ILCMA & IAMMA members to ask questions as you did in the past using the IAMMA listserv. ILGNET provides the following features:

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- See the latest questions from both associations – as well as your topics of interest
- Ability to respond to a posted question as well as an emailed question

To join please go to www.netqa.org/ILGNET/_cs/GNSplash.aspx or www.ilcma.org. and follow the instructions.